**ALEXANDRA BELL**

**A TRANSFORMATIONAL DIRECTOR & NON-EXEC who leads profitable business and organisational growth in high-technology sectors by: creating and executing company vision and strategy; commercialising and delivering novel product and service solutions via innovative business models; building the operational, infrastructural, organisational and commercial capabilities which underpin expansion and optimise value.**

## KEY COMPETENCIES

- Business vision, strategy, leadership & governance
- Business spin out, start-up & evolution
- Abstract reasoning & communications
- Operational elegance & flexibility
- Delivery of growth & profitability
- Commercial exploitation of innovation
- Change management & organisational development
- Talent management, followership & engagement

## CAREER

**2004-2020: VICTREX PLC** (T/O £320m, 900 employees). Polymers, biomaterials & medical device manufacturer

**2013-2020**: **Head of Juvora Inc. & Juvora Ltd.** Reporting to Victrex CEO & CCO.

Led new start-up businesses in the dental sector, launching the company's first medical devices:

- Developed & implemented the long-range growth strategies for new businesses in EU, USA & Asia.
- Built the operational, organisational & commercial capabilities which delivered new 7-figure revenues.
- Developed the evidence, infrastructure & education required for product launch & safe uptake.
- Created commercial alliances with large brand dental companies to enable product supply via global channels

**2010-2013: Global Commercial Director, Invibio Global Companies.** Reporting to MD Invibio.

Grew implantable products new business revenues by 56% over 3 years:

- Restructured the business from product to market-centred & launched downstream products.
- Implemented market and opportunity assessment systems to optimise commercial decision making.
- Introduced a balanced scorecard to track business health across finance, customers, people & operations.
- Led short & long range financial forecasting & budgeting, refreshing processes to improve accuracy by 68%.
- Refreshed sales process systems and metrics, from pre-lead nurturing to CRM and pipeline systems.
- Built a global sales team and developed value selling & negotiation skills.

**2006-10: Global Technical Director, Invibio Global Companies.** Reporting to MD Invibio.

Led the implantable products operations, infrastructure, technology & regulatory organisation, and strategy:

- Restructured the technical, manufacturing, supply and fulfilment organisation to align with the medical industry
- Achieved near perfect fulfilment metrics of 98% during a period of 1000% growth.
- Business leader for £40M asset development worldwide, including the new Invibio HQ buildings.
- Designed & implemented future-proofed & medical–aligned quality systems and achieved ISO13485.
- Developed the long-range technology plan & drove the intellectual property strategy, filing 21 patents.
- Introduced processes to optimise product launch success rates from 20% to 80%.
- Set up and Chaired the Invibio Scientific Advisory Board.
- Won Frost & Sullivan's 'Medical Product of the Year' 2006.
- Delivered 52 new products from 7 product platforms, resulting in sales to new business of £45M.

**2004-06: General Manager UK Operations.** Reporting to MD Invibio

Headhunted to lead the technical organisation of a fast growth corporate spin-in.

- Set up a 'virtual' operations organisation for maximum business flexibility and profitability at start up.
- Established GMP manufacturing and preliminary fulfilment capabilities.
- Designed & implemented risk management, business continuity and crisis preparedness structures.
- Produced and submitted product Masterfiles to FDA & regulatory bodies to enable speed to market.
- Initiated product and technology development programmes and negotiated funding.
- Grew capabilities and teams, hiring and developing commercial and technical staff for future company growth.

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**2002-2004: MARORA LTD.** **Managing Director** T/O confidential -equity reward basis
Management consultancy developing business strategies & seed funding for novel technologies.

- Led business strategy, funding capture & IP licensing for university start-ups as interim MD.
- Sold two early-stage ventures to major companies, generating £37M.

**1994-2002: W.L. GORE & ASSOCIATES LTD** T/O £1B 6000 associates worldwide
Creative technologies for healthcare, electronics, industrial products and fabrics.

**1999-2002: Project Leader, New Ventures** Reporting to CEO
New role to lead business growth outside the existing business units.

- Led global business ventures in medical sensors, biohazard protection, and cryogenic fluid management.
- Directed technology, product and market development from inception to realisation.
- Secured and managed second stage investment (£6M) for new ventures.
- Directed business incubator teams to first sales after 6 months and ROI in 3 years.

**1996-99: Product Specialist, GORE-TEX® Fabrics** Reporting to Divisional MD
Business category manager for Europe, Middle East & Africa.

- Created expansion strategies (new regions & new products), generating £30m new business.
- Prepared tenders, negotiated final terms and captured the business' largest ever-single contract worth £20m.
- Reorganised the European commercial teams and recruited staff to support the business expansion strategy.
- Increased business turnover by 20% and overall profitability by 15%.

1994-96: **Associate, GORE-TEX® Technical Fabrics** Reporting to Business Manager Fabrics
Product manager (profitability, operations, brand and development).

- Redesigned key products for ease of production, reducing costs by 20%.
- Re-engineered manufacturing and vendor processes, improving yields by 45%.
- Initiated the selling of consultancy services to vendors, generating £400k revenue p.a.
- Drove value pricing by differentiating products for specific applications, increasing revenue by 18%.
- Developed and commercialised five new products, resulting in 30% business growth.

**1992-1994: DU PONT EUROPE** Chemical manufacturer T/O £16bn 80,000 Employees Worldwide

**Product Recovery Manager** Process innovation to convert waste into saleable products.

- Managed the build, commissioning and running of a recycling line on time and within budget.
- Initiated advisory partnerships, creating effective relationships with environmental & activist bodies.

**1989-1992: ICI Plc** Chemical manufacturer T/O £10bn 100,000 Employees Worldwide

**Technical Manager, ICI Fibres** Managed 12 quality & analytical sites worldwide. 200 Staff.
**Scientist, ICI Materials** Management Development Programme, learning all aspects of the business.

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| **QUALIFICATIONS** | Fellow, Institute of Materials, Metals & Mining | IM3 | 2005 |
| | Chartered Engineer | Engineering Council | 1994 |
| | M.Sc. Polymer Technology | University of Loughborough | 1989 |
| | B.Sc. (Hons) Materials Sciences | UMIST | 1987 |

**LEADERSHIP DEVELOPMENT:** Executive training includes: Russell Reynolds Exec Development 360-degree Assessment Programme; Exec coaching & strategy - London Business School & MIT; Business leadership & finance – 3-year programme, Wharton Business School, USA. Expeditions & Leadership Scholarships: Outward Bound City Challenge; Operation Raleigh Botswana; UNISTAR consulting India; ARC Transatlantic Yacht Race; Arctic Yacht Race.

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